

Some Key Accomplishments of DSHS under Dennis Braddock

- **Launched the DSHS “Kids Come First” Action Agenda** to improve the lives and safety of children who are placed in the care of the child welfare system. Fifteen of 44 DSHS Children’s Services Offices plus Headquarters have been accredited by the International Council on Accreditation for achieving the highest standard of social work.
- **Launched a unique cost-containment initiative in Medical Assistance** that has already saved taxpayers hundreds of millions of dollars in state and federal funds. “The savings generated from these initiatives is a substantial victory for the taxpayers of Washington,” according to an outside review by the Lewin Group, in a 2003 report to the Legislature.
- **Sustained the success of the WorkFirst welfare-to-work strategy in DSHS.** In spite of the severe economic downturn that began in 2001, WorkFirst, since its inception in 1997, has helped 146,000 families get off welfare and stay off welfare by helping parents find and keep meaningful work. “Today, the proportion of people on welfare in Washington is the lowest in more than 30 years, less than 2.3 percent of the state population. And welfare caseloads stayed stable in 2001-03 through the deepest economic downturn in 20 years,” according to the Washington State Office of Financial Management in Gov. Gary Locke’s 2005-07 proposed state budget.
- **Strengthened external and internal communications,** making DSHS more accessible and accountable to the public. Made regular face-to-face visits with newspaper editors in communities across Washington. According to an editorial column in the Seattle Times on August 17, 2003, “Braddock has done much to restore the credibility of DSHS.”
- **Led an interagency effort to contain the spiraling cost of prescription drugs** for the Medicaid program, workers’ compensation and state employee benefits. Under Braddock’s leadership, DSHS developed the state’s first evidence-based Preferred Drug List, enabling the state to steer providers to effective, lower-cost medications. This creative state effort quickly attracted national attention, and the Legislature formalized the new preauthorization procedures with legislation in 2003.
- **Established programs and procedures to control tort losses** through improved risk management and loss prevention. As a result, DSHS losses have declined substantially since a high point in 2000.
- **Made real change in fulfilling the promise of seamless services in the umbrella agency.** Under Braddock’s leadership, DSHS launched its “Working Together: Strengthening Families, Neighborhoods and Communities” action agenda. As a result, services are more integrated than ever before across DSHS program areas – and with community partners. The 2003 survey of DSHS clients showed a dramatic increase in satisfaction with the way services are coordinated. In the category “DSHS makes sure all my program services work well together,” 81 percent agreed. That was a significant increase from 69 percent in 2002 and 65 percent in 2001.
 - **Intensive pilot projects are taking place on both sides of the state.** Through the Whatcom Service Integration Project and through the Spokane County Families and Communities Together (FACT) project, new service delivery strategies and relationships have been forged. These were designed by the communities to meet unique local needs and community character. Each project has developed a system that reaches out to families in need and at risk, and each has established systems for regularly sharing information and concerns while protecting client privacy. In King County, a full-scale community transformation project is taking place in the White Center / Boulevard Park area with help from the Annie E. Casey Foundation. DSHS designed a family services center that meets DSHS service delivery needs as well as community needs.
 - **Spearheaded efforts to integrate DSHS services in client-centered delivery systems.** The Medicaid Integration Partnership pilot project in Snohomish County is one of the first in the nation to draw a managed-care umbrella over disabled clients who use a variety of DSHS services including long-term care, medical services, alcohol/substance abuse treatment, and mental health care. Earlier, a Supplemental Security Income (SSI) Cost Offset Project established that coordinated and timely chemical dependency treatment could result in better health outcomes with substantial savings in medical, mental health, and nursing home costs, and in fewer criminal arrests and convictions. A DSHS collaboration with hospital emergency rooms in 2004 helped medical professionals more quickly identify drug and alcohol abuse, improve use of narcotic painkillers and reduce future emergency room costs.
 - **Local government officials credit Braddock with establishing a formal collaboration** between DSHS and other organizations in providing housing and housing assistance for low-income Washingtonians.
- **Safely and successfully moved 90 elderly patients from Western and Eastern State Hospitals to local long-term care facilities closer to their families.** This effort, called Expanding Community Services, reduced the cost of the patients’ care and placed them in more appropriate community living arrangements.
- **Improved the “food security” rating of Washington compared to other states.** More low-income Washington residents know where their next meal is coming from

compared to the late 1990s, according to a U.S. Department of Agriculture (USDA) report that compared the number of people having limited or uncertain access to food on a regular basis. From 1996-98, 13.2 percent of Washington's residents were worried or unsure if they would have enough to eat. The percentage dropped to 11.6 percent during 2001-03. The hunger rate, based on the number of people who weren't able to afford enough food, declined from 4.7 percent to 3.9 percent during the same periods. In an average month, more than 220,000 Washington residents receive Basic Food benefits (formerly known as "food stamps") from DSHS. Basic Food is the nutritional safety net for children, individuals and families in need.

- **Opened a public dialogue about the challenges confronting a modern social service system.** With publication of the landmark Facing the Future: The State of Human Services report in 2002, Braddock identified the challenges that Washington faces in providing a safety net of services when demand and costs exceed available revenues. During 2002 and 2003, a series of groups and communities held Facing the Future Forums across Washington.
- **Took definitive steps to create a work place free of harassment and discrimination.** A new DSHS policy, strongest in state government, made it clear that physical, verbal and sexual harassment or any type of discrimination will not be tolerated on the job. Clear lines of communication are now available to report problems.
- **Made it easier for anyone to report suspected abuse or neglect of a child or vulnerable adult.** There is now one toll-free telephone number to report abuse or neglect – 1-866-ENDHARM (1-866-363-4276) – anytime night or day.
- **Helped make communities safer** by providing and supporting leadership to ensure a constitutionally tested mental health treatment program for civilly committed sex offenders. The Special Commitment Center (SCC) program progressed to the point that the federal court lifted a threatened \$11 million fine for non-compliance. One key element of that progress was the successful siting of a transitional housing facility in Seattle. The SCC is now a model for other states.
- **Fully implemented evidence-based, integrated treatment strategies in the DSHS Juvenile Rehabilitation Administration.** JRA has redirected the lives of many young offenders by pioneering new approaches to mental health, by collaborating closely with families and with other state and community agencies, and by carefully tracking what really works for troubled youth and for the communities where they live.
- **Improved the accountability and performance of the Division of Developmental Disabilities,** in part through merging the division with the Aging and Adult Services Administration to create a stronger management structure.
- **Successfully carried out the directive of the Legislature to consolidate Washington's five Residential Habilitation Centers for people with developmental disabilities** in order to downsize the Fircrest School in the city of Shoreline. Decisions on transferring residents were made in consultation with the residents and their parents or guardians. Before residents were moved, DSHS developmental disabilities professionals determined what support services they would need in their new residential settings.
- **Inspired DSHS staff to significantly increase their charitable giving to the state's Combined Fund Drive** despite major staff reductions resulting from state budget shortfalls. DSHS staff set a record for their own giving - \$753,000 - and contributed to Washington State Government's achieving its own goal of surpassing the \$5 million mark for the first time ever.
- **Streamlined the social services contracting process with Washington Indian Tribes,** carrying out the intent of the Indian Nation Contract Consolidation Project - which resulted from discussions between the Tribes and Governor Locke in 1999. The streamlining effort moved DSHS and the Tribes from a confusing and complicated array of separate contracts to a single agreement for funds distribution, reporting and monitoring. The consolidation project marks a significant step in Tribal/State governmental relations and is expected to serve as a model for governmental relationships with indigenous peoples.
- **Entered into an agreement allowing the Colville Confederated Tribes to send young offenders to residential custody** and care under the auspices of the DSHS Juvenile Rehabilitation Administration. Offenders referred by the Tribe will have access to services available to other Washington youth connected with the state's juvenile justice system.
- **Supported tribal governments' sovereignty and coordinated service delivery to increase tribal members self-sufficiency** by expanding Tribal TANF (Temporary Assistance for Needy Families) and child support agreements. Washington is a leading state, with seven Tribal TANF programs serving nine tribes and three tribes administering their own child support programs.
- **Improved overall administration of child care programs** by merging licensing functions for quality regulation and the Working Connections subsidy program to form the Division of Child Care and Early Learning.